



DEPARTMENT OF THE ARMY
Headquarters, 4th Division (Mechanized) Artillery
Fort Hood, Texas 76542

AFYB-DA-CO

09 July 2004

MEMORANDUM FOR IRON Gunner Commanders and Leaders

SUBJECT: Green Tab Memo #1 -- IRON GUNNER Standards

1. I want to outline some basic standards to ensure all IRON GUNNERS operate with a common understanding of how I expect leaders and soldiers to do business. I expect leaders to understand the following standards, execute, and enforce them. Get the word out to our junior leaders and soldiers.

a. Training. Our Top Priority.

(1) Training focus is always warfighting. Focus training on your METL. Train in all environments on your METL. Design training to be physically and mentally demanding. Ensure we know what real combat loads feel, wear, and ride like. Train on foot, in vehicles, in helos, during the day, and at night. Do not design training around chow hours. We will measure progress against potential, not from where we are now.

(2) Plan and prepare training in detail. Execute with precision. Put training prep time on the training calendar.

(3) Train to published MTP, FM, and AR standards.

(4) Leaders train their soldiers, no "committee" or "round robin" training. Committee or round robin training destroys crew / section cohesion and unity, and subverts the chain of command.

(5) AAR every training event. Leaders will conduct AARs for every training event. A good AAR done on the hood top of a HMMWV is better than a mediocre one with all the bells and whistles. Effective AARs conducted by leaders and soldiers are not humiliating. Discuss strengths and weaknesses openly and professionally. Do not sugarcoat AARs – tell it like it is and apply lessons learned to future training. Training is about task and mission accomplishment.

(6) Do not waste soldiers' time. Sort out details in battery training meetings.

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b. Leading. To lead is to serve.

- (1) Never say anything bad about your unit.
- (2) Give orders in your own name.
- (3) Integrity is non-negotiable.
- (4) Never walk away from a deficiency. Leaders take corrective action on the spot and take steps to ensure the deficiency does not occur again.
- (5) Leaders set the example in all areas (appearance, conduct, fitness, weight control, etc.)
- (6) Green tab communication is unimpeded, factual, and candid.
- (7) When in charge take command and make a decision.

c. Caring.

- (1) No abuse, sarcasm, or public criticism.
- (2) Understand the impact of decisions - leaders and staff.
- (3) Time with families is essential.
- (4) What subordinates want is not always what they need.

d. Maintenance. This is a vital part of all training. Maintenance is a command priority. Maintenance includes caring for everything from your pro mask to your howitzer or your cargo truck. Failure to care for your assigned equipment ultimately jeopardizes mission accomplishment. Attention to detail is the key. The little things are usually the hardest to maintain, but are what get soldiers killed.

- (1) PMCS is a leader responsibility.
- (2) Services are training events; performed on time, scheduled on training schedules, managed by the BMT/BMS, conducted by maintenance personnel with crew participation, and checked by commanders.
- (3) Drivers training is a Commander's program.

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(4) Maintain weapons and vehicles in the field.

(5) Drip pans go under every vehicle in the motor park.

e. Vehicle operation.

(1) No vehicle ever moves unless a leader directs it. First line leaders are accountable for vehicle operation and safety.

(2) No smoking in vehicles.

(3) Use ground guides when backing vehicles, no exceptions. Tracks, HEMTTs and vehicles with trailers require front and rear ground guides.

(4) No speeding.

(5) Track commanders are exposed only to breast pockets. No other soldiers will stand in hatches.

(6) Crew served weapons are manned, uncovered, clean, and operational.

(7) Leaders ensure windshields and lights are cleaned at halts. 2 Minute Drill.

(8) No vehicle moves at night unless ground guided and directed by a leader. Ground guides always walk, and they always walk forward.

f. Military Courtesy.

(1) Soldiers will salute an officer when they recognize him/her and give the greeting of the day, even if the soldier or officer is out of uniform.

(2) Soldiers stand at attention when addressed by an officer and parade rest when addressed by an NCO. Junior leaders stand when addressed by a more senior leader.

(3) Do not address Lieutenants as "L.T." All soldiers will be addressed by their rank (i.e. SSG) not by their pay grade.

g. Appearance.

(1) Personnel. AR 670-1 sets the standards. Leaders must understand and enforce.

(a) No non-standard items worn on uniforms or field gear.

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- (b) Knives, D-rings, and gloves will not be worn on LBE.
 - (c) No markings on helmet cover or band, except last name on band and rank insignia sewn or pinned on camouflage cover.
 - (d) Always fasten your chin straps.
 - (e) Wear helmets in the field at all times, except: when in tents, TOCs, or when sleeping. Leaders may direct a soldier(s) to remove his/her helmet on a case-by-case basis.
 - (f) Always wear protective masks (in carriers) in the field. When sleeping have it within arms reach.
- (2) Vehicles. Vehicle appearance reflects the pride of a leader and crew.
- (a) Repair or remove torn canvas and broken bows.
 - (b) Replace or remove broken glass.
 - (c) Neatly tie down canvas, including end curtains.
 - (d) Senior occupants are accountable for vehicle appearance and safe operation.
 - (e) Non-military items will not be loaded in such a manner as to be visible from outside the vehicle.
 - (f) No civilian radios or music boxes in military vehicles.

(3) Facilities.

- (a) Police of all areas reflects IRON GUNNER's standards.
- (b) Office space and maintenance areas in motor parks demand leader attention; standards in motor parks must reflect disciplined operations.

h. Supply Accountability.

- (1) Enter 10% and 100% inventories on training schedules. Battery Commanders personally conduct inventories.

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(2) Account for all property by hand-receipt, including automation equipment such as computers, monitors, hard drives, peripherals, and software. HR holders are accountable for their property.

(3) Report losses immediately.

(4) Do not allow excess equipment to accumulate. Turn it in.

i. Physical Training.

(1) Everyone does PT five days a week.

(2) Guidons are always present.

(3) No profanity during runs.

(4) Account stragglers: this does not mean an NCO must drop out and walk a soldier in.

(5) Use special fitness programs for soldiers who do not meet the standards or who are on a temporary or permanent profile.

(6) Weight control is the basis for fitness. Every soldier must meet the standards. Commanders supervise weight control program. Run programs by the book (AR 600-9) with no exceptions.

(7) Organized athletics round out good PT programs and foster esprit. Conduct organized athletics in addition to PT. Organized athletics are not substitute for PT.

j. Miscellaneous.

(1) Leaders control POV use.

(2) Take positive action on POV abuse (reckless driving, DWI, patterns of misconduct).

(3) Control POV parking -- leaders are in-charge.

(4) Know the rules of privately owned weapons.

k. Safety.

(1) No vehicle moves unless directed by the leader

(2) No vehicle is ever backed-up without a ground guide.

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(3) Soldiers never stand between two vehicles if either vehicle is running or operating. When jump-starting, leaders must be present and in control.

(4) Soldiers do not sleep in, on, or around vehicles.

(5) Cold and hot weather safety is a first line leader task. Know your soldiers. Identify and monitor those with history of cold weather and heat related injuries.

(6) Pre-checks of individual clothing and equipment prior to move-out is a first line leader imperative.

(7) Firing safety is every artilleryman's concern. We will fight with safety certified chiefs of section; therefore, we will also train that way. Only technically qualified leaders will be certified however.

(8) Seat belt wear is mandatory in all military vehicles and POVs.

2. **Bottom line:** Leaders will know, set, and enforce the standard.

3. Point of contact for this memorandum is the undersigned.



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Commanding